

# Hospital Profile: METROWEST MEDICAL CENTER

Framingham, MA & Natick, MA  
Vanguard Health Systems  
Community Hospital  
Metro West Region

MetroWest Medical Center (MetroWest), which includes both Framingham Union Hospital and Leonard Morse Hospital campuses, is a for-profit, acute care community medical center. The medical center is comparable in size to the larger hospitals in Massachusetts, with 284 staffed beds. MetroWest is located in the Metro West region and represents 58% of all acute hospital staffed beds in the region. In FY13, Tenet Healthcare Corporation purchased Vanguard Health Systems, the parent company of MetroWest.

**PATIENTS** Over half of all inpatient cases treated at MetroWest are from Framingham and Natick.

**INPATIENT SERVICES** Compared with the other community hospitals, MetroWest treats a greater proportion of mid and higher-severity cases. In FY12, it accounted for 51% of all inpatient discharges from acute hospitals within the Metro West region. Among its most common FY12 inpatient cases (DRGs), MetroWest treated 71% of all Bipolar Disorder cases and 62% of all Renal Failure cases in the Metro West region.

**FINANCIAL PERFORMANCE** MetroWest's total revenue in FY12 was \$259 million. Its FY12 public payer mix was 57%, higher than the average community hospital. MetroWest's FY12 inpatient cost<sup>+</sup> per case mix adjusted discharge was \$9,215, approximately 10% lower than the average community hospital. MetroWest's CY12 average commercial payer price level was at the 41<sup>st</sup> percentile, lower than the average community hospital. It experienced a loss of \$6.3 million (-2.4% total margin) in FY12, with greater losses from FY08 to FY11.

## AT A GLANCE

**TOTAL STAFFED BEDS:** 284, among the larger acute hospitals

**% OCCUPANCY:** 53%, < cohort avg. (62%)

**TOTAL REVENUE in FY12:** \$259 million

**PUBLIC PAYER MIX:** 57% (Non-DSH\* Hospital)

**SPECIAL PUBLIC FUNDING:** Not Applicable

**TAX STATUS:** For profit

**TRAUMA CENTER DESIGNATION:** Not Applicable

**CY12 COMMERCIAL PAYER PRICE LEVEL:** 41<sup>st</sup> Percentile

**CASE MIX INDEX in FY12:** 0.94, highest in cohort (avg. 0.81); < statewide (1.06)

**INPATIENT:OUTPATIENT REVENUE in FY12:** 33%:67%

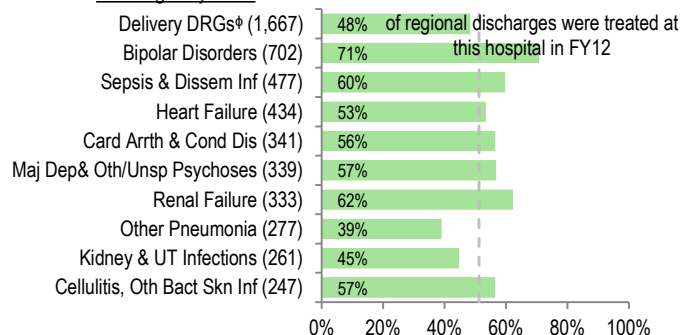
**TOTAL MARGIN in FY12:** -2.4% (-\$6.3 million)

**CHANGE in OWNERSHIP (FY08-FY12):** Not Applicable

## SERVICES

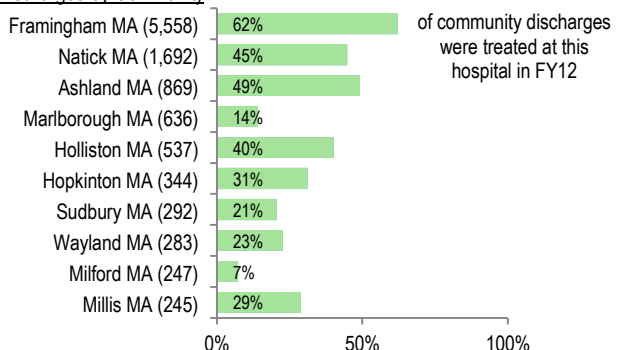
What were the most common inpatient cases (DRGs) treated at the hospital?  
What proportion of the region's cases did this hospital treat for each service?

### Discharges by DRG



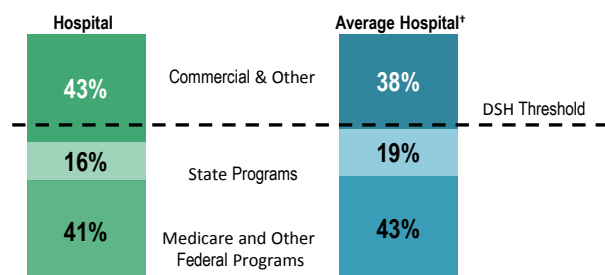
Where did most of the hospital's inpatients reside? What proportion of each community's total discharges were attributed to this hospital?

### Discharges by Community



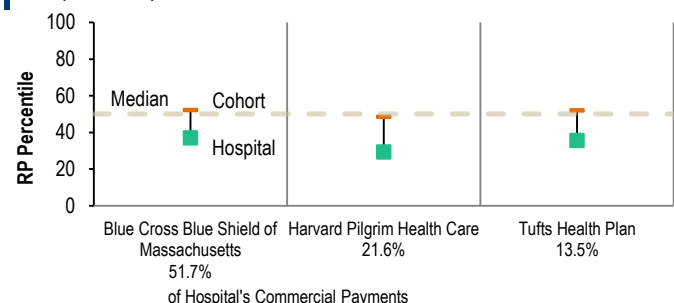
## PAYER MIX

What was the hospital's overall payer mix (gross charges) in FY12, and how does this hospital compare to the average acute hospital's payer mix?



Percentage calculations may not sum to 100% due to rounding

What were the hospital's CY12 payer-specific relative price levels for its top three commercial payers? How does this hospital compare to the average hospital in its peer cohort?



of Hospital's Commercial Payments

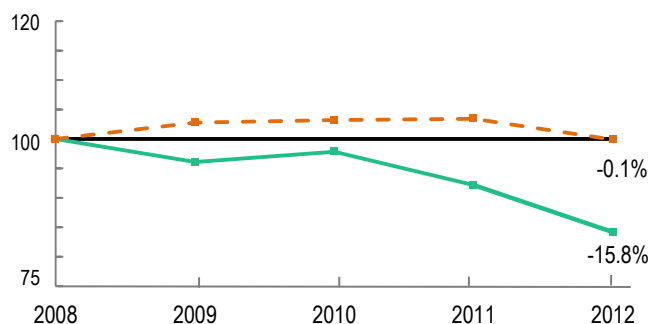
For descriptions of the metrics, please see Technical Appendix.

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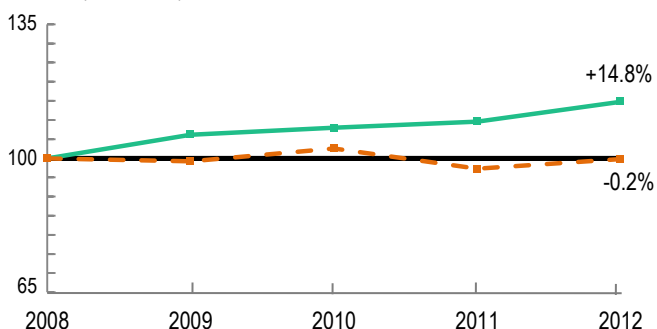
Cohort: Community Hospital

## UTILIZATION TRENDS

How has the volume of the hospital's inpatient discharges changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

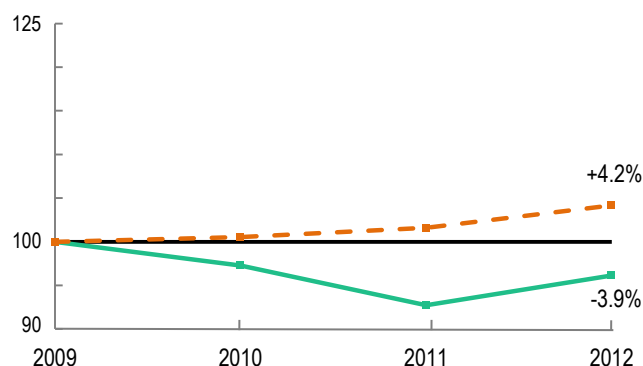


How has the volume of the hospital's outpatient visits changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

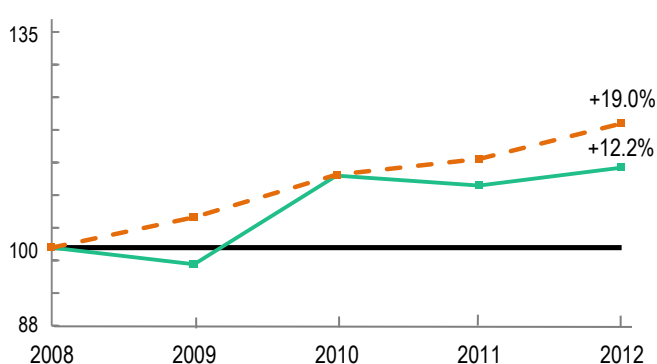


## COST TRENDS

How has the hospital's inpatient cost<sup>†</sup> per case mix adjusted discharge changed compared to FY09, and how does this hospital compare to the average hospital in its peer cohort? (FY09=100)



How have the hospital's total outpatient costs changed compared to FY08, and how does this hospital compare to the average hospital in its peer cohort? (FY08=100)

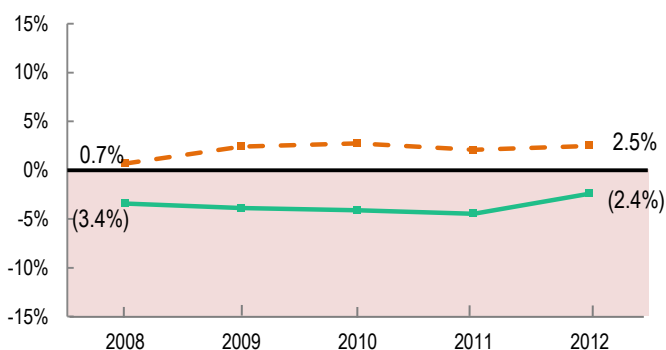


## FINANCIAL PERFORMANCE

How have the hospital's total revenue and costs changed between FY08 and FY12?

Revenue, Cost & Profit/Loss (in millions)					
FY	Total Revenue	% Change	Total Cost	% Change	Total Profit/Loss
2008	\$238		\$246		(\$8.1)
2009	\$248	4.0%	\$257	4.5%	(\$9.6)
2010	\$258	4.2%	\$269	4.5%	(\$10.6)
2011	\$256	(0.7%)	\$268	(0.4%)	(\$11.4)
2012	\$259	1.1%	\$266	(0.8%)	(\$6.3)

What was the hospital's total margin between FY08 and FY12, and how does this compare to the median of its peer cohort hospitals?



For descriptions of the metrics, please see Technical Appendix.

<sup>†</sup> Costs were adjusted to exclude direct medical education costs and physician compensation.

<sup>\*</sup> Delivery DRG includes Cesarean and Vaginal Deliveries, and Neonate DRG.

<sup>†</sup> Average Hospital does not include Specialty hospitals.

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